

# Transnational Management

TEXT, CASES, AND READINGS IN CROSS-BORDER MANAGEMENT

SIXTH EDITION

Christopher A. Bartlett  
*Harvard Business School*

Paul W. Beamish  
*Ivey Business School  
The University of Western Ontario*



**McGraw-Hill  
Irwin**

# Table of Contents

## Part 1 The Strategic Imperatives

### Chapter 1

#### *Expanding Abroad: Motivations, Means, and Mentalities*

##### Cases

1-1	Lincoln Electric	15
1-2	Jollibee Foods Corporation (A): International Expansion	34
1-3	Acer, Inc: Taiwan's Rampaging Dragon	53
1-4	Research in Motion: Managing Explosive Growth	

##### Readings

1-1	The Tortuous Evolution of the Multinational Corporation	86
1-2	Distance Still Matters: The Hard Reality of Global Expansion	95
1-3	When You Shouldn't Go Global	105

### Chapter 2

#### *Understanding the International Context: Responding to Conflicting Environmental Forces*

u3

##### Cases

2-1	Global Wine War 2009: New World versus Old	128
2-2	The Globalization of CEMEX	146
2-3	Mattel and the Toy Recalls (A) <sup>1</sup>	166

## Readings

2-1	Culture and Organization	178
2-2	Clusters and the New Economics of Competition	195

### Chapter 3

#### *Developing Transnational Strategies: Building Layers of Competitive Advantage*

2, 10

##### Cases

3-1	Marketing the "\$ 100 Laptop" (A)	224
3-2	The Global Branding of Stella Artois	244
3-3	GE's Imagination Breakthroughs: The Evo Project	259

##### Readings

3-1	Managing Differences: The Central Challenge of Global Strategy	278
3-2	How Local Companies Keep Multinationals at Bay	290
3-3	Regional Strategies for Global Leadership	302

## Part 3 The Organizational Challenge

### Chapter 4,

#### *Developing a Transnational Organization: Managing Integration, Responsiveness, and Flexibility*

374

## Cases

4-1	Philips versus Matsushita: Competing Strategic and Organizational Choices	331
4-2	ECCO A/S-Global Value Chain Management	348
4-3	World Vision International's AIDS Initiative: Challenging a Global Partnership	366

## Readings

4-1	Managing Multicultural Teams	384
4-2	Managing Executive Attention in the Global Company	392
4-3	Matrix Management: Not a Structure, a Frame of Mind	400

## Chapter 5

*Creating Worldwide Innovation  
and Learning: Exploiting Cross-  
Border Knowledge Management*

## Cases

5-1	Siemens AG: Global Development Strategy (A)	41.9
5-2	P&G Japan: The SK-II Globalization Project	442
5-3	McKinsey & Company: Managing Knowledge and Learning	461

## Readings

5-1	Building Effective R&D Capabilities Abroad	477
5-2	Connect and Develop: Inside Procter & Gamble's New Model for Innovation*	487
5-3	Finding, Forming, and Performing: Creating Networks for Discontinuous Innovation	496

## Chapter 6

*Engaging in Cross-Border  
Collaboration: Managing across  
Corporate Boundaries* po

## Cases

6-1	Nora-Sakari: A Proposed JV in Malaysia (Revised)	525
6-2	Mahindra and Mahindra Ltd.—Farm Equipment Sector: Acquisition of Jiangling Tractor Company	538
6-3	Eli Lilly in India: Rethinking the Joint Venture Strategy	552

## Readings

6-1	The Design and Management of International Joint Ventures	567
6-2	Collaborate with Your Competitors-and Win	580

---

**Part 3 The Managerial Implications** 588

## Chapter 7

*Implementing the Strategy:  
Building Multidimensional  
Capabilities* 588

## Cases

7-1	ING Insurance Asia/Pacific	601
7-2	BRL Hardy: Globalizing an Australian Wine Company	612
7-3	Silvio Napolt at Schindler India (A)	629

## Readings

7-1	Local Memoirs of a Global Manager	645
7-2	Tap Your Subsidiaries for Global Reach	653

---

## Chapter 8

*The Future of the Transnational:  
An Evolving Global Role* 662,

### Cases

- 8-1 Flitting the Wall: Nike and International Labor Practices 679
- 8-2 IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (A) 697

8-3 Killer Coke: The Campaign Against Coca-Cola<sup>1</sup> 707

8-4 Genzyme's CSR Dilemma: Flow to Play its HAND 725

### Readings

8-1 Values in Tension: Ethics Away from Home 743

8-2 Serving the World's Poor, Profitably 754

Index 765